

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 1, 2017/2018

**BKP2014 – MANAGING KNOWLEDGE PERSONNEL**  
( All sections / Groups )

16 OCTOBER 2017  
9:00 a.m – 11.00 a.m  
(2 Hours)

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### INSTRUCTIONS TO STUDENT

1. This Question paper consists of 5 pages with 2 Sections only.
2. Attempt **ALL** questions in **Section A** and **THREE** out of **FOUR** questions in **Section B**. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

**SECTION A: CASE STUDY (25 MARKS)**

*Instruction: Please answer ALL questions.*

**Facebook's HR chief explains how the company does performance reviews**

Facebook conducts performance reviews every six months to formally collect insights from an employee's managers and closest colleagues.

If there is anything at all surprising in one of these reviews, then "something has gone terribly wrong," Facebook's VP of People Lori Goler told Business Insider.

At Facebook, these reviews are checkpoints rather than investigative, revealing evaluations. "We do it twice a year because the business moves very quickly and our product moves very quickly, and if you wait a whole year, a lot of things have changed," Goler said.

These evaluations can be used to determine new responsibilities for an exceptional employee, which can then lead to a subsequent compensation discussion. But they aren't used to decide that an underperforming employee should be fired, Goler said, since managers would ideally not allow poor performance to persist until a formal meeting.

All of Facebook's roughly 12,000 global employees have access to internal proprietary software that allows teams to be on the same page. Managers are trained to avoid micromanagement, and are instead directed to stay up to date with how projects are progressing, offering real-time feedback and any necessary assistance.

Coworkers can also give each other ad hoc feedback using the software, and there is a designated "thanks" section they can use to express gratitude to a colleague.

"It's a process that is designed to recognize, acknowledge, and show appreciation for people who have done really great work," Goler said. "And it's designed to ensure that you are getting feedback from all of the people that you work with most regularly."

All of the feedback collected in this system is fair game for the biannual performance review, and managers also send analysis requests to three to five of the team members that work most closely with an employee to see how they behave as teammates. (Goler noted that it works both ways - each of a manager's direct reports are asked to give feedback on their boss's performance, too.)

No more than five reports are considered at a time, Goler explained, because Facebook has found that you start seeing the same insights after five reports. "Trying to be efficient about the way it's done is important," she said.

**Continued...**

Employees are also asked to evaluate themselves, to complete the holistic nature of the review.

After collecting insight on their employees, managers of teams that work together will meet and discuss their findings, to validate information as well as get an idea of where everyone stands.

Managers conclude the process by presenting new opportunities to their team members, and scheduling compensation talks, if necessary.

The entire review process takes an average of a few weeks, and Goler emphasized its intention is to step back from work and check in, rather than suddenly learn about their employees' progress.

"It's just a moment in time to really focus on our people," she said.

(Source: Richard Feloni (2016). *Business Insider*. Retrieved from <http://www.businessinsider.in/Facebooks-HR-chief-explains-how-the-company-does-performance-reviews/articleshow/50873322.cms>)

### QUESTION 1

- (a) (i) Describe **THREE (3)** parts of performance management system.

(6 marks)

- (ii) The article mainly describes which part of the performance management system? Please provide an example from the article to support your view.

(2 marks)

- (b) Whatever approach to performance management is used, it is necessary to decide whom to use as the source of the performance measures.

- (i) Discuss the strengths and weaknesses of the **FIVE (5)** sources of performance management.

(15 marks)

- (ii) Based on the article, what are the sources of performance management in Facebook?

(2 marks)

**(TOTAL: 25 MARKS)**

**Continued...**

**SECTION B: ESSAYS (75 MARKS)**

*Instruction: Please answer **THREE** out of **FOUR** questions.*

**QUESTION 2**

- (a) Explain the differences between external equity and internal equity that focusing on employee pay comparisons.

(8 marks)

- (b) In merit pay programs, annual pay increases are usually linked to performance appraisal ratings.

- (i) Discuss **FIVE (5)** characteristics of merit pay program.

(10 marks)

- (ii) List out **SEVEN (7)** examples of merit pay's performance dimensions.

(7 marks)

**(TOTAL: 25 MARKS)**

**QUESTION 3**

- (a) It is important to understand company's different levels of participation in international markets because as a company becomes more involved in international trade, different types of HRM problems arise. Using a diagram, explain the **FOUR (4)** levels of global participation.

(17 marks)

- (b) The balanced scorecard is important because it brings together most of the features that a company needs to focus on to be competitive and gives managers an indication of the performance of a company based on the degree to which stakeholder needs are satisfied. Explain the **FOUR (4)** perspectives of a balanced scorecard.

(8 marks)

**(TOTAL: 25 MARKS)**

**Continued...**

**QUESTION 4**

- (a) One reason why informal learning may be especially important is that it may lead to the effective development of tacit knowledge, which can be contrasted with explicit knowledge.

(i) Define "*tacit knowledge*" and "*explicit knowledge*".

(4 marks)

(ii) Knowledge management contributes to informal learning. Define "*knowledge management*".

(2 marks)

- (b) There are six stages of training design process. The first stage is to determine if training is needed. Define the **THREE (3)** types of analyses involved in needs assessment process.

(9 marks)

- (c) Effective socialization involves being prepare to perform the job effectively, learning about the organization, and establishing work relationships.

(i) Define "*organizational socialization*".

(1 marks)

(ii) Explain **THREE (3)** phases of socialization and necessary company actions.

(9 marks)

**(TOTAL: 25 MARKS)**

Continued...

**QUESTION 5**

- (a) The second step in human resource planning is goal setting and strategic planning. Once goals are established, firm needs to choose from the many different strategies available for redressing labor shortages and surpluses.

(i) Define “*downsizing*”.

(1 mark)

(ii) What are the **THREE (3)** major reasons that organizations engage in downsizing?

(3 mark)

(iii) What are the reasons of failure in downsizing?

(3 mark)

- (b) One way of establishing the validity of a selection method is to show that there is an empirical association between scores on the selection measure and scores for job performance.

(i) Define and explain the steps in “*predictive validation*” and “*concurrent validation*”.

(8 marks)

(ii) Which of the two validation in (b)(i) is more superior? Please provide reasons to justify your answer.

(4 marks)

(iii) Explain “*content validation*” and give **TWO (2)** limitations.

(6 marks)

(18 Marks)

**(TOTAL: 25 MARKS)**

**End of Paper**